Quick reference guide for Successful project delivery

A. Concept
B. Definition
C1. Appraisal
C2. Design
C3. Implement
D. Evaluation
Operation
Termination
Arup International Development is a specialist, not-for-profit business within Arup. We partner with development and humanitarian organisations to help them make best use of resources in combating poverty and vulnerability, and increasing wellbeing and resilience. Our core team of international development professionals are able to tap into the unique multidisciplinary Arup network of over 11,000 people, across five continents. This allows us to put the right team on each project, regardless of location and sensitive to the cultural context. We provide strategic advice, technical expertise, assessment and evaluation, to help our partners get the best results at organisational, programme or project level. Our areas of focus are sustainable buildings and infrastructure, community and urban resilience, disaster response and reconstruction.

www.arup.com/internationaldevelopment

Asian Cities Climate Change Resilience Network (ACCCRN) is a Rockefeller Foundation initiative aimed at building climate change resilience. A network of ten cities in India, Indonesia, Thailand and Vietnam, are experimenting with a range of activities that will collectively improve the ability of the cities to withstand, to prepare for, and to recover from current and future impacts of climate change.

http://acccrn.org/

The Rockefeller Foundation aims to achieve equitable growth by expanding opportunity for more people in more places worldwide, and to build resilience by helping them prepare for, withstand, and emerge stronger from acute shocks and chronic stresses. Throughout its 100 year history, The Rockefeller Foundation has enhanced the impact of innovative thinkers and actors working to change the world by providing the resources, networks, convening power, and technologies to move them from idea to impact. In today’s dynamic and interconnected world, The Rockefeller Foundation has a unique ability to address the emerging challenges facing humankind through innovation, intervention and influence in order to shape agendas and inform decision making.

http://www.rockefellerfoundation.org
Introduction

The need...

This ‘Training of Trainers’ toolkit for Successful Project Delivery (the Toolkit) was developed to respond to the challenge of designing and implementing projects involving multiple partners. The Toolkit was developed by Arup International Development as part of the Asian Cities Climate Change Resilience Network (ACCCRN) – a Rockefeller Foundation funded programme to build climate change resilience in fast urbanising cities across Asia. Specifically to assist partners with the development of proposals and concept notes, and subsequently implement projects.

The background...

The training materials are based on Arup’s own training material, extensive experience in project implementation, and align with the recommended approach of the Association for Project Management (http://www.apm.org.uk/). With the support of Mercy Corps, the Toolkit has been delivered, tested and refined on of a number of projects undertaken in two of the Indonesian ACCCRN cities, Bandar Lampung and Semarang. This Toolkit emerged from the ACCCRN program, but is equally applicable to other programs in which multi-stakeholder project implementation is required.

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Structure of **Quick Reference Guide**

The primary purpose of the ‘Training of Trainers’ Toolkits (Phase I and II) is to provide development and humanitarian organisations with information and tools to train their partners to scope, plan, resource, coordinate and implement successful projects. As an outcome of this training, recipient organisations will be empowered to deliver the training themselves.

This Quick Reference Guide is intended to be used by trainees as a day-to-day reference document to support successful project delivery.

This Quick Reference Guide for successful project delivery is structured to…

...firstly provide an overview of the key management documents that are used to define the project at key stages of the project lifecycle:

• Concept Stage: Concept Note
• Definition Stage: Proposal
• Implementation Stage: Project Implementation Plan

...and secondly set out the key factors that need to be considered at each stage of the project lifecycle:

• Scope Definition
  (impact, outcomes, outputs)
• Method and Timeline
• Budget
• Quality Management
• Risk Management
• Stakeholder Management
• Information Management
• Health and Safety

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**Note!** The table on page 6 and 7 illustrates the links between the different stages of a project and the key factors that need to be considered at each stage of the project.

**Project Constraints.**

**Note!** Projects are constrained by a number of factors. A change in one project constraint will impact on one or more of the other factors. For example, if the cost of the project increases, the change may impact on the scope, quality or time.

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**Generic Project Lifecycle.**

**Note!** The project lifecycle sets out the different stages in the life of a project. The project lifecycle used in this Quick Reference Guide is a generic lifecycle. While different organisations and industries may use different terminology, the sequence of stages will be similar.
## Project stages and key factors...

<table>
<thead>
<tr>
<th>Key factors</th>
<th>Project stages</th>
<th>C Implementation</th>
<th>D. Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A. Concept</td>
<td></td>
<td>C1 Design</td>
</tr>
</tbody>
</table>
| 1. Scope    | Gather information about previous projects | Research previous projects for examples of good and bad practice to communicate your ideas | Research previous projects for examples of good and bad practice to communicate your ideas | Monitor and review - does the design meet the stated project requirements Is the project scope increasing?
| Definition   | Use facilitation tools to generate ideas | Further develop and define the scope (S.M.A.R.T.) | Develop a design that meets the project scope | Monitor and review - does the design meet the stated project requirements?
| and outcomes, outputs | Assess need | | | Evaluate - how well did the project meet its original defined scope? |
|             | Outline scope | | | |

| 2. Method & Timeline | Research similar possible methods and estimate the time required | Further develop and define the schedule, identify the critical path and activity inter-dependencies | Track the time taken for project delivery, ensure you keep an accurate record (e.g. of staff hours) | Revise the timeline based on the detailed design - is it still realistic? |
|                     | | | | Regularly compare the actual time spent on delivering the project to the estimated project delivery time |
|                     | | | | Evaluate the timely delivery of the project |

| 3. Budgeting | Estimate the project budget, including cost of people, equipment, materials etc | Develop a detailed resourcing and expenses plan & test against previous projects for viability | Track the project cost, ensure you keep accurate and complete financial records | Compare the actual project cost to the estimated project cost. Is the design appropriate for the funding available? |
|              | | | | Regularly compare the actual project cost to the estimated project cost to ensure the project can be completed within the available funding |
|              | | | | Evaluate the final cost |

| 4. Quality Management | Research similar projects to gather information about their quality processes | Further develop and define the level of quality required for the project outputs | Design the outputs to meet the required level of quality | Review the quality assurance and quality control processes, are they appropriate and sufficient for the detailed design? |
|                      | Consult with stakeholders or end users to define the level of quality required e.g. What is ‘fit for purpose’ | Develop quality assurance and quality control processes | Follow quality assurance and quality control processes | Follow quality assurance and quality control processes |
|                      | | | | Evaluate the level of quality of the project outputs |
|                      | | | | Review the effectiveness of the quality processes |

| 5. Risk Management | Undertake high level project risk review | Undertake detailed risk review. Use the review outcomes to inform your timeline, budget etc | Monitor the project risks to ensure as detailed design occurs, the project risk decreases | Undertake a detailed risk review, based on the detailed design. Use the review outcomes to inform your timeline, budget etc |
|                   | | | | Continue to monitor and manage the project risks |
|                   | | | | Regularly update the risk register |
|                   | | | | Evaluate the approach taken to risk management |

| 6. Stakeholder Management | Identify stakeholders | Undertake high-level assessment of the power/interest level of the stakeholders | Develop communication plan Define and share the outputs, outcomes, inputs etc with stakeholders | Allocate responsibility for implementing the communication plan |
|                        | | | | Start implementing the communication plan |
|                        | | | | Monitor the effectiveness of the communication plan - Is it working? Are there any improvements? Are there any new stakeholders? |
|                        | | | | Continue to implement communication plan Monitor and review relationships to ensure early identification of any potentially negative impacts on the project delivery |
|                        | | | | Evaluate the contribution of the various stakeholders Evaluate how effective the communication plan was |

| 7. Information Management | Research the existing information systems within the implementing organisations | Establish an information management system for document sharing and filing | Allocate responsibility for implementing the information management plan | Monitor the effectiveness of the information management system - Is it working? Are there any improvements? |
|                         | | | | Continue to implement the information management system Monitor and review the information management system worked |
|                         | | | | Evaluate how well the information management system worked |

| 8. Health & Safety | Identify project health & safety requirements | Further develop and define project health & safety requirements | Apply the health & safety requirements to the design development | Review and revise the health & safety requirements based on the detailed design |
|                   | | | | Monitor health & safety requirements |
|                   | | | | Evaluate the success of the health & safety procedures |
A. Concept Stage: Concept Note

A Concept Note is a document that clearly explains why a project should be implemented. A Concept Note also includes a brief description of how the project will be implemented.

A Concept Note is used to communicate to stakeholders within your organisation and externally why they should support the project and how their resources will be used to implement the project. The Concept Note is often used to attract the interest of potential funders.

There are a number of tools that can be used to generate project ideas or elicit a deeper understanding of priorities and needs, for example Brainstorming, The ‘Six Thinking Hats’ and SPIN Selling.

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**The ‘Six Thinking Hats’ – de Bono**

- The green hat indicates creativity and new ideas
- The black hat is cautious and points out the weaknesses in an idea
- The white hat is concerned with objective facts and figures
- The red hat gives the emotional view
- The yellow hat is optimistic and covers hope and positive thinking
- The blue hat is concerned with the organisation of the thinking process and the use of the other hats

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Comparison of different approaches for generating project ideas

<table>
<thead>
<tr>
<th>Brainstorming</th>
<th>The ‘Six Thinking Hats’ (de Bono)</th>
<th>SPIN®’ Selling (by Huthwaite)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is it?</strong></td>
<td>Brainstorming is a technique to mobilise the knowledge and experience of a team to generate new ideas or find solutions to problems.</td>
<td>The ‘Six Thinking Hats’ is a methodology for ‘parallel thinking’ in groups. Parallel thinking means considering different situations from the same point of view at the same time. De Bono uses six coloured hats as metaphors for six different types of thinking.</td>
</tr>
<tr>
<td><strong>When to use?</strong></td>
<td>To expand the Project Team’s thinking in one session and undertake the critical evaluation in another session.</td>
<td>To expand the Project Team’s thinking and undertake the critical evaluation in the same session.</td>
</tr>
</tbody>
</table>
B. Definition Stage: Proposal

The Proposal is developed after a Concept Note has been approved and as the basis for obtaining funding for the project.

The Proposal includes enough detail on how a project will be implemented so that those funding the project can be confident the project will achieve the stated outputs, outcomes and impacts see Comparison of different stages of the project lifecycle.

The Proposal which has been approved for funding is the starting point for the development of the Project Implementation Plan (PIP).

Note! Remember to include Post-Project considerations in your Proposal:

- Understand ownership... Who will own it? Who will manage it? Until when? Who will repair it? How will it be funded?
- Understand the financial plan... Who will manage the project outputs? How will they be accountable?
- Understand the level of maintenance... What maintenance is required? What skills are required to carry out the maintenance? Are these skills available?
- Manage the risks... Is there a risk of resources not being available for maintenance? How will this risk be managed and by whom?
- Manage maintenance costs... How much funds should be put aside for maintenance costs? Where do the funds come from?
C. Implementation Stage: Project Implementation Plan

The Project Implementation Plan (PIP) is a formal statement of a project objectives and the organisation, methodology, procedures and processes that will be put in place to facilitate the successful delivery of a project.

The PIP is a ‘manual’ for the implementation of a project that sets out what you are going to do and how you are going to do it.

The PIP must be accessible and understood by the entire Project Team, see Project Implementation Plan; example Table of Contents.

There are a number of different names used for the PIP, such as ‘Project Plan’ ‘Project Planning Document’ or ‘Project Control Plan’.

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Note! Four Key Steps to develop a Project Implementation Plan

Step 1: Collate Documents: Collate all important documents that describe the project.

Step 2: Extract Key Information: List the information contained within these documents that will help implement the project.

Step 3: Tools, Processes and Procedures: List the tools, processes and procedures that will help implement the project.

Step 4: Consolidate Table of Contents: Combine the two lists and arrange in a logical sequence.
In order to define your project scope you will need to first identify the intended project outputs, outcomes and impacts.

Different organisations and industries use different terminology to describe ‘outputs’, ‘outcomes’ and ‘impacts’, see Comparison of different terminology used by different organisations.

It is important to agree with all project stakeholders the terminology that will be used during the project. Agreeing terminology will ensure a common understanding.

Note! Example Definitions

Inputs: The resources – human, financial, materials and equipment – that need to be put into a project to deliver the desired output and achieve the defined project outcomes.

Activities: The actions that need to be taken to deliver the desired output and contribute to defined project outcomes and impact.

Outputs: The tangible products or services that result from the investment of resources in focused activities.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mercy Corps</td>
<td>Activities</td>
<td>Outputs</td>
<td>Objective</td>
<td>Goal</td>
</tr>
<tr>
<td>US-AID Results Framework</td>
<td>Inputs</td>
<td>Activities</td>
<td>Outputs/Expected Results</td>
<td>Intermediate Results</td>
</tr>
<tr>
<td>CARE</td>
<td>Inputs</td>
<td>Activities</td>
<td>Outputs</td>
<td>Effects</td>
</tr>
<tr>
<td>DFID</td>
<td>Activities</td>
<td>Outputs</td>
<td>Purpose</td>
<td>Goal</td>
</tr>
<tr>
<td>CIDA</td>
<td>Inputs</td>
<td>Activities</td>
<td>Results/Outputs</td>
<td>Project Purpose</td>
</tr>
<tr>
<td>EC/Relax</td>
<td>Activities</td>
<td>Results</td>
<td>Project Purpose</td>
<td>Overall Objective</td>
</tr>
<tr>
<td>FAO &amp; UNDP</td>
<td>Inputs</td>
<td>Activities</td>
<td>Outputs</td>
<td>Immediate Objective</td>
</tr>
<tr>
<td>World Bank</td>
<td>Inputs</td>
<td>Outputs</td>
<td>Short-Term Objectives</td>
<td>Long-Term Objective</td>
</tr>
<tr>
<td>Rockefeller Foundation</td>
<td>Inputs</td>
<td>Activities</td>
<td>Outputs</td>
<td>Outcome</td>
</tr>
</tbody>
</table>
‘S.M.A.R.T.’ outputs, outcomes and impacts

‘S.M.A.R.T.’ is a useful framework for developing project outputs and outcomes which are ‘Specific’, ‘Measurable’, ‘Attainable’, ‘Relevant’ and ‘Time-bound’. The ‘S.M.A.R.T.’ methodology can help:

- Ensure you have effectively communicated the critical information about the project;
- Establish, test and refine project outputs that will deliver the desired outcomes; and
- Establish, test and sufficiently define risks and their treatment when undertaking a risk assessment.

**Note!** Test yourself:
Which of these outcomes is S.M.A.R.T?

- Undertake advocacy with the government to integrate climate change impacts into the overall planning process.
- Increase the coverage of those who receive at least two hours advance warning of a flood in four sub districts to at least 95% of the population by December 31st 2015.
- Increase the annual income of 300 female headed households in seven communities by 25% by 15th February 2016.
- Generate more income through promoting tourism.

### ‘S.M.A.R.T.’ Outcomes

<table>
<thead>
<tr>
<th>S</th>
<th>M</th>
<th>A</th>
<th>R</th>
<th>T</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Specific</strong></td>
<td><strong>Measurable</strong></td>
<td><strong>Attainable</strong></td>
<td><strong>Relevant</strong></td>
<td><strong>Time-bound</strong></td>
</tr>
</tbody>
</table>

A precise, **specific** outcome has a greater chance of being accomplished than a general outcome. A **specific** outcome sets out clearly, in plain language, what needs to be done.

A **measurable** outcome is one that can be easily and transparently qualitatively or quantitatively assessed throughout the project using the available resources.

Outcomes need to be challenging but also attainable and not out of reach. An **attainable** outcome is one that can be achieved within the available resources (human, financial, materials and equipment).

Outcomes have an impact. A **relevant** outcome ensures that the investment of resources is focused on achieving the project impact.

Projects focused on delivering outcomes have a start point, end point and fixed duration. That is, they are **time-bound**. Timeframes need to be measurable, attainable and realistic.
2. Method and Timeline

The project method sets out *how* the project will be implemented specifically the activities that will be undertaken to deliver the desired project outputs and outcomes.

A method can be developed in a number of ways:

- Research past projects that are similar and establish what worked and should be repeated, what didn’t work and should be avoided and what can be improved.
- Engage the Project Team to draw on their collective knowledge.
- Consult with technical experts, and other stakeholders to mobilise their knowledge and experience.

Note!

Q: Why is it helpful to develop the method and then the timeline?

A: Developing the method followed by the timeline:
- allows you to focus on getting the logic of the key stages and activities right
- the timeline for a project is dictated by the method
- the timeline requires consideration of:
  - Public Holidays (for example religious events, national, provincial and local celebrations)
  - Periods when work is likely to be disrupted (for example wet seasons)
  - Unavailability of key stakeholders

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5 key steps to test the method and timeline

1. **Stages:** Are the key stages right? Is the sequence right?

2. **Inclusion of activities:** Have you included every activity needed to deliver the output?
   - Risks: Have you considered the project risks from the risk register? Are additional activities/steps required to treat these risks?
   - Monitoring and evaluation: What actions do you need to take to monitor and evaluate the project? Have you included these actions in the method?
   - Health and safety: What actions are described in the health and safety management plan?
   - Quality management: What activities are described in the Quality Plan?

3. **Sequencing of activities:** Is the sequence of activities right?

4. **Timeline:** Have you allocated sufficient time to achieve the output?
   - Duration: How much time is needed for each activity? Has enough time been allowed?
   - Critical path: Which activities are critical and must be completed on time if the project completion date is to be met?

5. **Resources:** Do you have sufficient resources available?
   - Who: Who is responsible for each activity?
   - Other resources: What other resources are needed for each activity? Are specific materials and equipment needed?
The project budget needs to be estimated to ensure sufficient funds are available to cover the total project costs.

The key components of a budget are the same at every stage of the project lifecycle.

As more information becomes available throughout the project lifecycle, the accuracy of the budget increases.

Contingency is an allowance (%) that is included in the budget to cover unforeseen costs. The earlier in the project lifecycle the higher the contingency. If you don’t allow for contingency, your budget may be insufficient by the time you get to implementation. See The level of contingency required in a project budget decreases over the project lifecycle.

Note! Budget Estimate Checklist

- People’s time
- Materials and equipment
- Travel and associated expenses
- Taxes and legal costs
- Statutory fees and charges
- Contingency
- Allowance for price escalation or inflation

The level of contingency required in a project budget decreases over the project lifecycle.

<table>
<thead>
<tr>
<th>Concept Note</th>
<th>Proposal</th>
<th>Implementation phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discover the extent of need</td>
<td>Agree and plan the scope of work</td>
<td>Undertake detail design of project</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accuracy</th>
<th>Approx Contingency: depending on level of risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>+/- 50%</td>
<td>+/- 30%</td>
</tr>
<tr>
<td>+/- 15% to 20%</td>
<td>+/- 10%</td>
</tr>
<tr>
<td>15-25%</td>
<td>15%</td>
</tr>
<tr>
<td>&lt;10%</td>
<td>&lt;5%</td>
</tr>
</tbody>
</table>

Order of accuracy increases...

Discover the extent of need... Agree and plan the scope of work... Undertake detail design of project... Obtain quotations...
4. Quality Management

Quality Management ensures that the outputs and the processes by which they are delivered result in outputs that are ‘fit for purpose’.

Quality Planning involves identifying which quality standards are relevant to the project and identifying how to satisfy them. There are three key steps to Quality Planning.

The Quality Plan documents the Quality Management approach and should be included, or referenced in your Project Implementation Plan.

Note! The Quality Plan

The purpose of the Quality Plan is to define the quality standards to be applied to the project, the various responsibilities for achieving the procedures for managing the required level of quality. Typical chapters in the Quality Plan include:

- Stakeholder quality expectations
- Acceptance criteria
- Quality responsibilities
- Standards
- Quality control and audit processes (management and specialist)
- Change management procedures (change control)
- Handover plan (including testing and commissioning)
- Quality tools

Three step quality planning process

Inputs

- Relevant rules and regulations (e.g. Health and Safety standards)
- Organisational quality procedures (e.g. Standard forms or guidelines)
- Project Objectives/Outcomes
- Project Implementation Plan (PIP)

Tools - activities

- Cost Benefit Analysis
- Benchmarking
- Cost of Quality
- Other planning tools (e.g. Brainstorming, prioritisation matrices)

Outputs

- Quality Plan
  - Quality Checklists
  - Quality baseline
  - Improvement plan
- Updated Project Implementation Plan (PIP)
Quality management is applied to:

- Project processes or activities, known as ‘Quality Assurance’
- Project outputs, known as ‘Quality Control’

Quality Assurance is the systematic measurement and monitoring of project processes. Quality Assurance includes a feedback loop that identifies and seeks to prevent errors.

Quality Control tests and monitors the quality of the final outputs to ensure they are ‘fit for purpose’

Quality Assurance and Quality Control procedures work together and should complement each other in order to deliver a successful project.

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### Note!

Q: Why is it important to manage quality in your project?

A: Good quality management procedures:

- Prevent you needing to do the same thing twice...because you do it right the first time!
- Prevents waste of resources such as money...as it usually costs more to fix a problem after it arises
- Ensures stakeholder satisfaction...which helps to build trust and strong relationships, both beneficial for future projects
- Prevent delays...that arise from having to fix a problem or do an activity twice
- Can be a pre-requisite of some donors, funders or clients...such as ISO accreditation

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### Comparison between quality assurance and quality control

<table>
<thead>
<tr>
<th>Quality Assurance</th>
<th>Quality Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on</td>
<td>Quality Assurance focuses on preventing defects.</td>
</tr>
<tr>
<td>Goal</td>
<td>The goal of Quality Assurance is to improve development and test processes so that defects do not arise when the output(s) are being developed.</td>
</tr>
<tr>
<td>Examples include</td>
<td>Ensuring someone is always responsible for a specific output or activity and this responsibility is clearly noted and documented.</td>
</tr>
<tr>
<td></td>
<td>Ensure suitably qualified and experienced people are responsible for specific outputs or tasks.</td>
</tr>
<tr>
<td></td>
<td>Regular review meetings with the project team, client and advisors/experts.</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>
5. Risk Management

Risk Management supports good decision making by enabling you to plan and make contingencies to deal with uncertain events or circumstances.

A risk is: ‘an uncertain event or set of circumstances that, should it occur, will have an effect on the achievement of the project’s outcomes’. Risks exist at every stage of the project lifecycle and all projects are subject to a degree of risk.

Undertaking a risk assessment is a five step process and the output is a Risk Register, see Five Step Risk Management process.

The Risk Register is a ‘live document’ that is reviewed regularly and, if necessary, updated and circulated to manage the project. The Risk Register forms part of the Project Implementation Plan (PIP).

Note! Risk Register Checklist

The Risk Register should include, as a minimum, the following information:

- A list of identified risks
- An assessment of the likelihood and impact of each identified risk (using a scale that is appropriate to the project)
- A risk rating for each identified risk (using a scale that is appropriate to the project)
- A list of the actions that need to be taken to manage each risk
- The person(s) responsible for managing each risk

It can also be useful to include:

- A description of the causes and consequences of each risk
- Details of existing control measures
- Suggested risk treatments - timescale and cost
As the project progresses, the likelihood and impact of a risk may change. A change in the likelihood or impact of a risk may change the risk rating.

Likelihood is sometimes referred to as ‘frequency’ or ‘probability’. Impact is sometimes referred to as ‘scale’ or ‘consequence’.

Risk rating = Likelihood x Impact

A rating scale is used that is appropriate for the project and jurisdiction. For an example see Five step Risk Assessment; Impact - Likelihood matrix.

Risks with the highest rating (‘Extreme’, followed by ‘Very High’ and then ‘High’) are given priority.

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**Note! Risk Treatment**

When developing a strategy for addressing risks there are a range of possible approaches to managing the risk (Step 4: Treat risks):

- Acceptance
- Avoidance
- Mitigation (reduction of likelihood or impact)
- Transfer or Share

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### Five step Risk Assessment; Impact - Likelihood matrix

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Very Low</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rare</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlikely</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Possible</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likely</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of risk</th>
<th>Recommended Level of Management Attention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme</td>
<td>IMMEDIATE senior management attention needed, action plans must be developed, with clear assignment of individual responsibilities and timeframes.</td>
</tr>
<tr>
<td>Very high</td>
<td>IMMEDIATE senior management attention needed, action plans must be developed, with clear assignment of individual responsibilities and timeframes.</td>
</tr>
<tr>
<td>High</td>
<td>Risk requires specific ongoing monitoring and review, to ensure level of risk does not increase. Otherwise manage by routine procedures.</td>
</tr>
<tr>
<td>Medium</td>
<td>Risk can be accepted (but NOT ignored). Unlikely to need specific application of resources. Monitor and manage by routine procedures.</td>
</tr>
<tr>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>
6. Stakeholder Management

Stakeholder management is the identification, analysis and planning of actions to communicate and negotiate with, or influence stakeholders to ensure project outcomes are achieved.

Stakeholders can have a positive or negative effect on project delivery. It is important that stakeholders with high levels of power over the project are closely managed so that their impact is positive.

An analysis of the levels of power and interest of the various stakeholders and the identification and prioritisation of strategies for managing these stakeholders forms the basis of a Communication Plan. See Stakeholder Management; Power - Interest Matrix.

The Communications Plan can also be called the Stakeholder Management Plan.

### Note! Communication Plan Checklist

The Communication Plan is the outcome of the stakeholder management process and includes the following information:

- Name of stakeholder or stakeholder group
- Power / Interest Ranking
- Strategy for communication
- Purpose of strategy
- Means of communications
- Who is responsible

---

#### Stakeholder Management; Power- Interest Matrix

<table>
<thead>
<tr>
<th>Power</th>
<th>Interest</th>
<th>Keep Satisfied</th>
<th>Closely Manage</th>
<th>Monitor</th>
<th>Keep Informed</th>
</tr>
</thead>
<tbody>
<tr>
<td>low</td>
<td>low</td>
<td>Stakeholders in this category have low interest in the project but can influence the project in a positive or negative way. It is often helpful to focus communication on issues which particularly affect them.</td>
<td>Stakeholders in this category have high interest in the project and can greatly influence the project in a positive or negative way. It is important to maintain regular communication with them.</td>
<td>Stakeholders in this category have low interest and low influence on the project. As the power-interest balance may vary during the project these stakeholders may have more influence on project in the future. It is beneficial to make information available to them if requested.</td>
<td>Stakeholders in this category have high interest but low influence on the project. As the power-interest balance may vary during the project these stakeholders may have more influence on the project in the future. It is important to maintain regular communication with them.</td>
</tr>
</tbody>
</table>
7. Information Management

An Information Management System brings together and interconnects every part of managing a project.

The Information Management System should be designed to store and share many different types of project related information. An Information Management System might be electronic or paper based; or both. Multiple back ups are required to protect from loss or damage. See Information Management, three key stages.

A well designed Information Management System allows the project team to access the relevant information when they need it and allows sharing throughout an organisation to ensure that lessons learnt on one project can be applied to future projects.

Note! Information Management Checklist

Are you storing the following project related material in your Information Management System:

- Contracts, Funding or Grant Agreements, and Memoranda of Understanding
- Emails
- Documents such as studies, reports, assessments and project plans
- Agendas, Minutes and/or Notes of Meetings
- Letters, memos, internal notes
- File notes of telephone conversations
- Financial information, invoices
- Photograph and media clippings

Information Management, three key stages

- 1. Collect
- 2. Store
- 3a. Archive
- 3b. Distribute
- 3c. Destroy

1. Collect
2. Store
3a. Archive
3b. Distribute
3c. Destroy

Archive, if the information is required for regulatory, legal or financial reasons or if it may be helpful in the future to inform other projects.

Distribute, if the information should be shared with a wide audience.

Destroy if the information is confidential and is no longer required.
8. Health and Safety

The health, safety and welfare of all people engaged on a project or who may make use of the project outputs is critical.

A Health and Safety (H&S) Management Plan needs to be prepared for each project. The Plan sets out the H&S resources and risk management processes, responsibilities, procedures and practices that will be in place throughout the project lifecycle.

A H&S Management Plan is developed by the Project Team and it is the responsibility of the Project Manager to ensure that all team members have read and follow the Plan.

The H&S Management Plan is included in the Project Implementation Plan (PIP).

Note! Health and Safety Checklist

The following should be included in your Health and Safety Management Plan:

- H&S roles and responsibilities
- Local Safety Regulations
- Details of any inductions and training that may be needed
- H&S procedures
  - Organisation requirements
  - Client requirements
  - Project requirements including
    - use of personal protective equipment
    - work hours
    - drugs and alcohol
    - hazardous materials
- Emergency procedures – such as incident reporting – and contacts
- Safe work method statements
- H&S records, reporting and review

<table>
<thead>
<tr>
<th>Date of Incident</th>
<th>Location</th>
<th>Type of Incident</th>
<th>Incident/Injury Description</th>
<th>Number of Days Lost</th>
<th>Authority notified and date</th>
<th>Steps Taken to reduce future incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>
Training Workshop Facilitation

Successful project delivery requires competent project teams. The delivery of training can help increase the knowledge base of a project team and contribute to increased individual competency.

Delivery of training that focuses on gaps in your team's knowledge can help support them deliver the projects for which they are responsible.

Workshops are a useful tool which enables project teams to better define, implement and evaluate projects. Having the skills to facilitate effective workshops will contribute to successful project delivery.

<table>
<thead>
<tr>
<th>Area for Skill Development?</th>
<th>Why is this a Priority for You?</th>
<th>Skill Development Action</th>
<th>Date for Completion</th>
<th>Notes</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Is there anything I can do differently in my day to day work to address this skill gap? Does this need to be reviewed as part of my appraisal development objectives?</td>
<td>When will I have this completed?</td>
<td>Any potential barriers that will stop me implementing this? Who can help me?</td>
<td></td>
</tr>
</tbody>
</table>

Skills Development Action Plan

Competence = personal attributes + knowledge + skills

Personal attributes (personality, attitudes, values, traits and motives) are difficult to develop through training.

Knowledge is developed either on the job or by education (that is, training). However, knowledge in itself does not guarantee skills or competence.

Skills can only be developed through effective behaviors in applying a person's accumulated knowledge over time.
The Toolkit for Successful Project Delivery contains detailed training materials ready for use delivering training, including PowerPoint presentations with comprehensive facilitator notes.

This Quick Reference Guide includes an overview of the key modules from the training, including management frameworks and tools in a format that is quick and easy to use day-to-day.

All of the training materials and this Quick Reference Guide can be accessed via Arup International Development:
international-development@arup.com

<table>
<thead>
<tr>
<th>Project Definition</th>
<th>Project Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage in Project life cycle</strong></td>
<td></td>
</tr>
<tr>
<td>Concept</td>
<td>Definition</td>
</tr>
<tr>
<td>Concept Note</td>
<td>Proposal</td>
</tr>
</tbody>
</table>

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